

MIDCAREER COURSE NO. 16
COURSE REPORT

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Midcareer Executive Development Course No. 16 (OTR #4-68)

Course Report

Opening and Closing Speakers

Admiral Taylor began the 16th running of the Midcareer Executive Development Course on 24 April with a talk touching on many aspects of the Agency including one of his favorite topics, "tribalism." It was an excellent beginning. Six weeks later the Director concluded the session by talking about topics of primary interest to the class as evoked from their questions.

General Joseph Carroll, Director of the Defense Intelligence Agency, was asked to be our commencement speaker, but he was unable to accept our invitation. Mr. Hyman Bookbinder, a former Deputy Director of the Office of Economic Opportunity, was invited to substitute, and he did an excellent job discussing the anti-poverty program. He was so good that we have invited him to return to the 17th course to be a regular speaker in our third phase.

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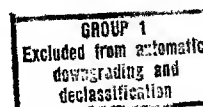
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We imposed particularly on the facilities [] and his Training Aids Staff this time. On a couple of occasions we gave them no more than thirty seconds notice to set up and run visual aids for speakers who brought them unexpectedly. Conversely, we scheduled their services a number of times and then cancelled at the last minute. Throughout all our vagaries, [] and staff responded with their usual good humor and efficiency.

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Class Quality

The class profile of #16 indicates 1 - GS-12, 24 - GS-13s and 9 - GS-14s. The average age was 40.9, the age range-33 to 50 and the average grade 13.2. The only significant figure seems to be the return to a large majority of GS-13s compared to previous groups.

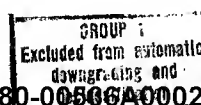
The class was really no different from previous groups. Like the others they quickly established an "esprit" and remained enthusiastic and live the whole six weeks. One subjective judgment I must make, however, is that this class probably had more non-participants than predecessor groups. This is purely a visceral feeling based on an impression gained from attending all the lectures. It is my opinion that the group leaders were as numerous and as active as those in my previous experience. I don't correlate this with any elements of the class profile but attribute it solely to the "luck of the draw."

Course Critique

The report on the three phases of the course plus the field trip and overall comments is probably best done by summarizing the student critiques of these elements. The individual critiques are on file and available in the MEDC office.

Students Overall Comments

Almost without exception, student reactions to the course as a whole ranged from "excellent" to "outstanding." As one student put



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it: "Without doubt, this course represents the best integrated Agency training I have experienced." The students also voiced their appreciation and the value to them of the opportunity for personal contact with officers from other components over an extended period of time.

Phase I

Student critiques of the Grid portion of the course were highly favorable. In general the students felt that they profited greatly by this exploration into their own personal style and behavior, both as an individual and as a member of a group. Of value also was the opportunity to observe and analyze inter-personal relationships within a group. The students all felt that the Grid should remain at the beginning of the course and continue to be presented [REDACTED]

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Several students commented that more time should be devoted to the final exercise--analyzing organization culture. They felt that the greatest ultimate value of the Grid to the Agency might result from more team and class discussions of the problems facing the Agency and what might be done about them.

Several students also recommended that the Advanced Management Planning Course be scheduled as soon as possible after the Grid for maximum impact.

Phase II

The students almost unanimously described Phase II as the most useful, informative and pertinent part of the course. Although most of the speakers were very well received, individual student reactions to the presentations varied considerably as in previous runnings. Indeed, some students would surely find something to criticize about "The Second Coming." In general, students tended to be most critical of speakers from their own components. The great majority of the students, however, felt that Phase II was well organized, well paced and generally well balanced.

This was the second running of the MEDC in which all the presentations of the major components were scheduled together as units, with either a Deputy Director or his Assistant Deputy leading off for his component. This course format, in particular, increased student

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reception and interest in the DDS segment of Phase II. Highest marks in this running went to the DDS segment of Phase II with the DDS&T running a close second. Almost all the DDS speakers received high praise for their stimulating and candid presentations. Once again the DDP segment received the sharpest criticism, most of it reserved for the lead-off speaker, [redacted] Chief, [redacted] Far East Division.

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The following were the most enthusiastically received speakers in this phase: Messrs. [redacted] and company, [redacted] Lundahl, Bannerman, Wattles and Karamessines.

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Phase III

The majority of the students were highly complimentary of Phase III and the vital dimension it added to the Midcareer Course. Several of the students stated that it was this phase of the course, including the Field Trip, which provided the students with a unique perspective and elevated the MEDC considerably above other Agency courses they had taken. Even the few dissenters among the students had nothing but praise for the concept and organization of Phase III. The criticism was directed at individual speakers and presentations and here the students registered the usual wide range of reactions. Some of the criticism was pure nit-picking, as found in every course and running. On the whole, however, the critiques were very thorough and well thought out.

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Top honors among the speakers went to [redacted] who gave a superb presentation on "Trends and Developments in Vietnam." Other speakers who did an outstanding job and were extremely well received by the students were [redacted]

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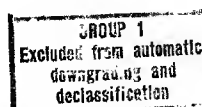
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A number of students were critical of SAC and NORAD briefers for their lack of candor and because they, in some instances, were "huckstering" their programs. The criticisms are valid to a degree, but I see no likelihood of these installations changing their briefing approach regardless of our special clearances or because of the Agency's particular relationship. I feel a student gains more from his overall impression of these installations than from the specific substantive knowledge acquired. This is really the value of these visits and the discerning individuals do acquire useful and useable impressions. None of our group could fault any of the installations for their hospitality and arrangements. The group enjoyed helicopter rides and sightseeing bus trips. The trip is very worthwhile substantively, and it serves, beyond its impressive display of physical plant and facilities, to elevate in the students' minds the sophistication that inheres in the Agency's own "paper world" of "gut briefings" on intelligence trends.

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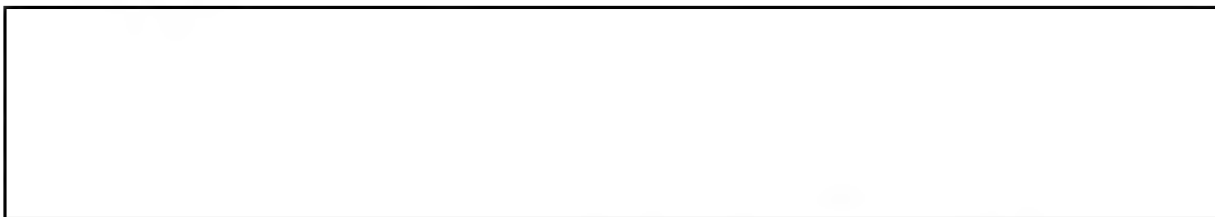
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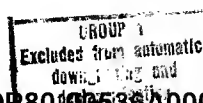
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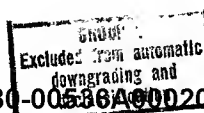
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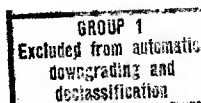
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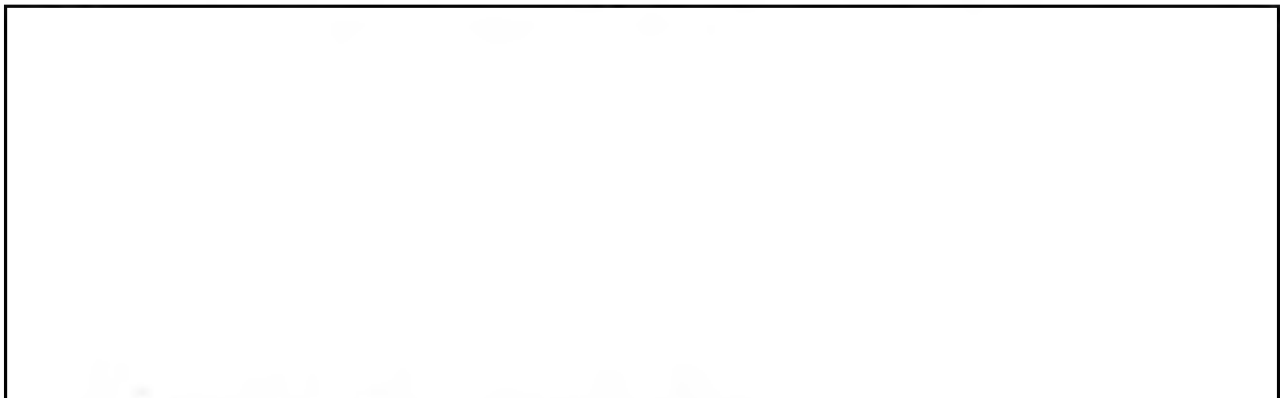
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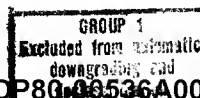
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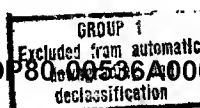
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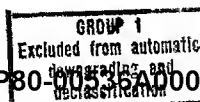
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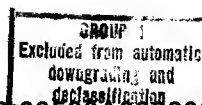
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